c2

Student: _____

1. Motivation is an external force on the person that causes him or her to engage in specific behaviours.
True False

2. Persistence is an element of motivation.
True False

3. Learned capabilities refer to the skills and knowledge that you have actually acquired.
True False

4. Aptitudes are natural talents that help individuals learn specific tasks more quickly and perform them better than other people.
True False

5. Learned capabilities are skills and knowledge that you possess. Therefore, they do not diminish over time when not in use.
True False

6. Competencies refer to the extent to which people understand the job duties assigned to or expected of them.
True False

7. According to the MARS model, ability is the most important force influencing individual behaviour and results.
True False

8. Competencies refer to the complete set of motivations, abilities, role perceptions, and situational factors that contribute to job performance.
True False

9. The MARS model identifies the four main factors that influence individual behaviour.
True False

10. According to the MARS model of individual behaviour and performance, employee performance will remain high even if one of the four factors significantly weakens.
True False

11. Providing training is a person-job matching strategy.
True False

12. One person-job matching strategy is to select applicants whose existing competencies best fit the required task.
True False

13. A recent global study suggests that most employees do not lack role clarity.
True False

14. Employee role perception affects how one performs his or her job.
True False

15. Companies can improve employee role perceptions by describing the employee's assigned tasks clearly and providing meaningful performance feedback.
True False

16. Situational factors are working conditions within the employee's control.
True False

17. While there may be many varieties of individual behaviours, most can be organized into five categories.
True False

18. Task performance refers to goal-directed behaviours under the individual's control that support organizational objectives.
True False

19. Organizational citizenship behaviours are usually described clearly in job descriptions.
True False

20. Employees are more likely to engage in organizational citizenship behaviours if these are outlined in their formal job duties.
True False

21. Organizational citizenship is less likely to occur in a work environment where high cooperation already exists.
True False

22. Dark-side workplace behaviours are collectively known as counterfeit citizenship work behaviours (CWBs).
True False

23. Those who engage in counterproductive work behaviours do so voluntarily.
True False

24. Recent studies have found that counterproductive work behaviours have a very small negative effect on organizational performance.
True False

25. Joining the organization is a type of work-related behaviour.
True False

26. Research has found that absenteeism is rarely, if ever, caused by situational factors.
True False

27. Sick leave policies affect the employee's motivation to attend work.
True False

28. Personality is a relatively stable pattern of behaviours and internal states that help explain a person's behavioural tendencies.
True False

29. Personality traits are more evident in situations where social norms and reward systems constrain behaviour.
True False

30. There is almost complete agreement among psychologists that personality is mostly formed by a person's childhood socialization.
True False

31. The five-factor model "Big Five" personality dimensions represent five clusters that represent most personality traits.
True False

32. Agreeableness, extraversion, and conscientiousness are three of the "Big Five" personality dimensions.
True False

33. People with a low score on the neuroticism personality dimension tend to be more relaxed, secure, and calm.
True False

34. Neuroticism, sensing, and locus of control are three of the "Big Five" personality dimensions.
True False

35. Conscientiousness refers to the extent that people are sensitive, flexible, creative, and curious.
True False

36. Sensing, feeling, and judging are three of the "Big Five" personality traits.
True False

37. Conscientiousness is one of the best personality traits for predicting job performance in most job groups.
True False

38. The relationship between personality and workplace behaviour is weak, because so much about behaviour is dependent on situational factors.
True False

39. Employees who are conscientious tend to have higher levels of organizational citizenship.
True False

40. Our personalities influence how well we cope with stress.
True False

41. Agreeableness is a personality dimension that describes people who are outgoing, talkative, sociable, and assertive.
True False

42. The Myers-Briggs Type Indicator is a personality test that measures the "Big Five" personality dimensions.
True False

43. According to the Myers-Briggs Type Indicator, some people are "sensing-thinking" types whereas others may be "intuitive-feeling" types.
True False

44. The Myers-Briggs Type Indicator measures the personality traits described by Swiss psychiatrist Carl Jung.
True False

45. In the Myers-Briggs Type Indicator, "judging" types have a strong desire for order and want to resolve problems quickly.
True False

46. Today, personality testing has become so popular that some experts warn we may have gone too far in organizational settings.
True False

47. Some organizations now use applicants' writings on blogs and other social media to estimate their personalities.
True False

48. Values are stable, long-lasting beliefs about what is important in a variety of situations.
True False

49. People arrange values into a needs hierarchy.
True False

50. One dimension of Schwartz's values model has openness to change at one extreme and conservation at the other extreme.
True False

51. One influence on the values-behaviour link is situation.
True False

52. Since values are abstract concepts, their relevance to specific situations is not obvious most of the time.
True False

53. Reminding ourselves of our dominant personal values ensures that we apply those values.
True False

54. Research indicates that values incongruence—differences between an employee's personal values and the organization's values—is fairly common.
True False

55. The ideal situation in organizations is to have employees whose values are perfectly congruent with the organization's values.
True False

56. Organizations that don't align corporate values with the dominant values of the society in which they operate may experience increased employee turnover.
True False

57. Espoused values represent the values that you and your spouse have in common.
True False

58. Employees typically choose honesty/ethics as the most important characteristic of effective leaders.
True False

59. Egalitarianism is one of three types of ethical principles.
True False

60. Utilitarianism judges morality by the consequences of our actions, not the means to attaining those consequences.
True False

61. Utilitarianism and egalitarianism are personality dimensions of ethics.
True False

62. The utilitarian principle advises us to seek the greatest good for the greatest number of people.
True False

63. The utilitarian principle is sometimes known as a consequential principle.
True False

64. When choosing the most ethically correct action in a particular situation, the distributive justice principle overrules (is more important than) the others.
True False

65. One problem with the distributive justice principle is that it is difficult to agree on who is similar and what factors are relevant in making that determination.
True False

66. It is sometimes difficult to apply the individual rights principle of ethical decision making because one individual's rights may conflict with another.
True False

67. The distributive justice principle of ethical decision making is based largely on a cost-benefit analysis of each decision alternative.
True False

68. Moral sensitivity is the degree to which an issue demands the application of ethical principles.
True False

69. Proximity is considered a moral intensity factor.
True False

70. Moral intensity refers to the difficulty associated with making certain decisions.
True False

71. Some managerial issues involve no moral intensity.
True False

72. Morally sensitive people tend to have more empathy and knowledge about the situation.
True False

73. Research indicates that people almost always make ethical decisions even when under pressure to make unethical decisions.
True False

74. Mindfulness increases moral sensitivity.
True False

75. Ethics experts say the only way to ensure that employees engage in ethical behaviour is to introduce ethical codes of conduct.
True False

76. Corporate leaders have a strong influence on the moral conduct of employees in that organization.
True False

77. The most effective way organizations can support ethical conduct is to have a set of shared values that reinforce ethical conduct.
True False

78. When leaders role-model ethical standards, employees are more likely to follow.
True False

79. Supplementing ethical codes of conduct with ethical training eliminates wrongdoing in the workplace.
True False

80. Research shows that having ethical codes of conduct prevents wrongdoing in the workplace.
True False

81. In terms of cross-cultural values, Canadians tend to have relatively high individualism with an achievement orientation and low power distance.
True False

82. Cultures with high collectivism must also have low individualism.
True False

83. Two countries with low collectivism are Japan and Canada.
True False

84. Power distance refers to the physical proximity that is comfortably tolerated between subordinates and their supervisors.
True False

85. Uncertainty avoidance is the degree to which people tolerate ambiguity, or feel threatened by ambiguity and uncertainty.
True False

86. People with a high achievement orientation value assertiveness, competitiveness, and materialism.
True False

87. One limitation with cross-cultural values information is that it incorrectly assumes that everyone within a specific country holds similar values.
True False

88. There is evidence to show that English and French Canadian values are converging.
True False

89. Research indicates that Americans tend to be more liberal and egalitarian than are Canadians.
True False

90. Organizations with First Nations founders and leaders tend to have high collectivism and low power distance values.
True False

91. According to the MARS model, _____ represents the forces within a person that affect the direction, intensity, and persistence of voluntary behaviour.
A. motivation
B. personality
C. values
D. ethics
E. ability

92. Motivation affects a person's _____ of voluntary behaviour.
A. direction, intensity, and persistence
B. antecedents, consequences, and reinforcers
C. size, shape, and weight
D. aptitudes, abilities, and competencies
E. agreeableness, locus of control, and ethical sensitivity

93. In the MARS model, all of the following factors directly influence an employee's voluntary behaviour and performance EXCEPT:
A. motivation.
B. role perceptions.
C. situational factors.
D. moral intensity.
E. ability.

94. Which of the following identifies the four factors that directly influence individual behaviour and performance?
A. Utilitarianism
B. MARS model
C. Schwartz's model
D. Holland's model
E. Myers-Briggs Type Indicator

95. Which of these factors directly influences an employee's voluntary behaviour and performance?
A. Motivation
B. Role perceptions
C. Uncertainty avoidance
D. All of the answers are correct.
E. Motivation and role perceptions

96. Which of the following ensures that job incumbents have appropriate aptitudes to perform the job?
A. Hire applicants with appropriate aptitudes.
B. Train employees so they develop appropriate aptitudes.
C. Motivate employees to have appropriate aptitudes.
D. Provide resources that allow employees to perform their jobs.
E. All of the answers are correct.

97. Ability includes which of these?
A. Aptitudes and learned skills
B. Natural aptitude and intensity
C. Persistence and direction
D. Intensity and learned capabilities
E. Direction and intensity

98. Aptitudes, skills, and competencies all fall under which of the following concepts?
A. Motivation
B. Personality
C. Values
D. Ethics
E. Ability

99. Which of the following refers to the fact that motivation is goal-directed, not random?
A. Persistence
B. Direction
C. Intensity
D. Aptitude
E. Competency

100. _____ is the amount of effort allocated to the goal.
A. Persistence
B. Direction
C. Intensity
D. Aptitude
E. Competency

101. All technical employees at a paper mill take a course on how to operate a new paper-rolling machine. This course will improve job performance mainly by altering employee:
A. aptitudes
B. role perceptions
C. motivation
D. organizational citizenship
E. learned capabilities

102. Which of the following ensures that job incumbents have appropriate aptitudes to perform the job?
A. Hire applicants with appropriate aptitudes to begin with.
B. Train employees so they develop appropriate aptitudes.
C. Motivate employees to have appropriate aptitudes.
D. Provide resources that allow employees to perform their jobs.
E. Educate incumbents so they can learn appropriate attitudes.

103. Competencies include:
A. a person's aptitudes.
B. a person's learned abilities.
C. a person's skills.
D. All of the answers are correct.
E. None of the answers apply.

104. Customer orientation, social skills, and need for achievement are examples of:
A. aptitudes
B. competencies
C. role perceptions
D. situational factors
E. None of the answers apply.

105. IdaCorp. gives simple accounts to newly hired employees, then adds more challenging accounts as employees master the simple tasks. This practice mainly:
A. improves role perceptions.
B. increases person-job matching.
C. reduces employee motivation.
D. provides more resources to accomplish the assigned task.
E. improves employee aptitudes.

106. The MARS model explicitly identifies which of the following factors?
A. Rewards
B. Recreational activities
C. Neuroticism
D. Situational factors
E. All of the answers are correct.

107. According to the MARS model of individual behaviour, which of the following is NOT a role perception problem?
A. The employee lacks the proper tools to perform the job.
B. The employee knows two different ways to perform a particular task, but unknowingly chooses the method that the organization does not want its employees to use.
C. The employee doesn't realize that a particular task is part of his or her job.
D. The employee places more emphasis on the quantity of work whereas the organization wants more emphasis placed on the quality of work.
E. The employee believes that the company wants him or her to spend more time with clients, whereas the company really wants client requests processed more quickly.

108. Competencies relate most closely to which element in the MARS model of behaviour and performance?
A. Motivation
B. Situational factors
C. Role perceptions
D. Ability
E. Competencies are not related at all to any element of the MARS model

109. You have just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they aren't sure what tasks are included in their job. According to the MARS model, these new employees will likely:
A. emphasize the utilitarianism principle in their decision making.
B. have lower job performance due to poor role perceptions.
C. have high job performance because they are motivated and able to perform the work.
D. have above average organizational citizenship.
E. have a high degree of differentiation according to Holland's classification of occupations.

110. To reduce the amount of non-recyclable waste that employees throw out each day, a major telephone company removed containers for non-recyclable rubbish from each office and workstation. This altered employee behaviour mainly by:
A. increasing employee motivation to be less wasteful.
B. helping employees to learn how to be less wasteful.
C. altering situational factors so that employees have more difficulty practising wasteful behaviour.
D. increasing aptitudes that make employees less wasteful.
E. increasing organizational citizenship so that employees will be less wasteful.

111. Which of these refers to a person's beliefs about what behaviours are appropriate or necessary, in a particular situation?
A. Natural aptitudes
B. Role perceptions
C. Competencies
D. Locus of control
E. Situational factors

112. Companies can improve employee performance through situational factors by:
A. asking employees about the things that motivate them.
B. testing employee skills and knowledge before they are hired.
C. providing training so employees learn the required competencies.
D. redesigning the job so employees are only given tasks within their capabilities.
E. asking employees to identify problems they experience with time and resources, then removing those obstacles to job performance.

113. Which of the following is NOT a work-related behaviour?
A. Competencies
B. Absenteeism
C. Joining the organization
D. Showing up for work at scheduled times
E. Performing required tasks

114. Which of the following refers to goal-directed activities under the individual's control that support organizational objectives?
A. Competencies
B. Task performance
C. Aptitudes
D. Direction
E. Motivation

115. Which of the following would be considered a work-related behaviour?
A. Completing required job duties above the minimum performance standard.
B. Showing up for work at scheduled times.
C. Accepting the organization's offer of employment.
D. Helping a coworker even though it isn't part of your job.
E. All of the answers are correct.

116. Which of the following statements about task performance is FALSE?
A. Employees are evaluated against a performance standard.
B. Task performance refers to goal-directed activities under the individual's control.
C. Employees are almost always evaluated on just one performance dimension.
D. Employees are expected to perform their work above a minimum acceptable level.
E. Each performance dimension requires specific skills and knowledge.

117. Organizational citizenship refers to:
A. the employee's right to vote for the company president.
B. employee behaviours that extend beyond normal job duties.
C. the organization's obligations to society.
D. the organization's attachment to a particular country rather than being a global entity.
E. the organization's obligations to society and the organization's attachment to a particular country rather than being a global entity.

118. Employee behaviours that extend beyond normal job duties:
A. should be discouraged by organizational leaders.
B. are usually performed by people with low conscientiousness.
C. are the most important characteristics of people with an external locus of control.
D. are common in small businesses but never occur in large firms.
E. are called organizational citizenship.

119. Sabotage, threatening harm, and insulting others represent:
A. three forms of counterproductive work behaviours.
B. the most common forms of organizational citizenship.
C. three dimensions of Schwartz's values model.
D. evidence of people with an introverted personality.
E. behaviours that are no longer found in organizations.

120. Which of the following is considered counterproductive work behaviour?
A. Insulting others.
B. Theft.
C. Deliberately withholding one's approval to inconvenience another person and cause them stress.
D. All of the answers are correct.
E. Theft and deliberating performing work incorrectly so the organization suffers a loss.

121. Which of the following is NOT one of the five categories of individual behaviour in organizations that is discussed in your text?
A. Task performance.
B. Organizational citizenship.
C. Counterproductive work behaviours.
D. Obeying orders.
E. Joining and staying with the organization.

122. Generous sick leave policies are known to:
A. increase employee lateness
B. improve organizational citizenship
C. increase absenteeism
D. increase voluntary turnover
E. increase absenteeism and voluntary turnover

123. Showing up at work when one's capacity to perform is significantly diminished by sickness, fatigue, personal problems, or other factors is an example of:
A. organizational citizenship behaviour
B. counterproductive work behaviour
C. employee loyalty
D. workaholic behaviour
E. presenteeism

124. Which of the following statements about personality traits is FALSE?
A. An individual's personality is relatively stable from one year to the next.
B. Personality traits cause people to behave in almost exactly the same way in all situations.
C. The most common view is that personality is shaped by both heredity and environment.
D. An individual's personality is identified by his or her behaviours.
E. An individual's personality cannot be observed.

125. The relatively stable pattern of behaviours and consistent internal states that explain a person's behavioural tendencies refers to:
A. personality.
B. values.
C. motivation.
D. locus of control.
E. job satisfaction.

126. An individual's personality:
A. changes several times throughout the year.
B. is formed only from childhood socialization and the environment.
C. is less evident in situations where social norms, reward systems, and other conditions constrain behaviour.
D. All of the answers are correct.
E. is formed only from childhood socialization and the environment and is less evident in situations where social norms, reward systems, and other conditions constrain behaviour.

127. One ongoing dispute among psychologists is whether personality:
A. is formed completely from genetic code or is partly influenced by socialization and environmental conditions.
B. is stable over several years or changes a few times each year.
C. is evident in all situations or is less constrained in some situations.
D. is evident through a person's behaviours or is only evident through blood tests.
E. really exists or is just a myth.

128. The main explanation why personality becomes more stable over time is that:
A. as we age we form a clearer and more rigid, self-concept.
B. life experiences cause personality to become more hidden from view.
C. people become less open to new experiences.
D. people become less adaptable to change as they get older.
E. All of the answers are correct.

129. Which of the following statements about personality is FALSE?
A. One's personality becomes more hidden over time.
B. Personality is heavily influenced by heredity.
C. Personality is influenced by both nature and nurture.
D. On average, when people reach the age of 30 personality stabilizes.
E. Some personality development and change occurs when people are young.

130. The "Big Five" personality dimensions represent:
A. all of the personality traits found in an ideal job applicant.
B. the aggregated clusters representing most known personality traits.
C. the personality traits caused by the environment rather than heredity.
D. All of the answers are correct.
E. the aggregated clusters representing most known personality traits and the personality traits caused by the environment rather than heredity.

131. The "Big Five" personality dimensions are identified by the acronym:
A. MBTIA
B. CANOE
C. VALUE
D. MARSE
E. HAPPY

132. Which of the following is a "Big Five" personality dimension?
A. Extraversion
B. Openness to experience
C. Locus of control
D. Grumpiness
E. Extraversion and openness to experience

133. All of these are "Big Five" personality dimensions EXCEPT:
A. openness to experience.
B. agreeableness.
C. locus of control.
D. emotional stability.
E. extraversion.

134. Being good-natured, empathetic, caring, and courteous are characteristic of people with which personality trait?
A. Openness to experience
B. Agreeableness
C. Locus of control
D. Emotional stability
E. Extraversion

135. Conscientiousness is one dimension of:
A. the MARS model.
B. Schwartz's values model.
C. Myers-Briggs Type Indicator.
D. All of the answers are correct.
E. None of the answers apply.

136. Neuroticism is explicitly identified in:
A. the MARS model.
B. Schwartz's values model.
C. "Big Five" personality dimensions.
D. Holland's theory of vocational choice.
E. the MARS model and the "Big Five" personality dimensions.

137. Most employees in the social services department of a provincial government have frequent interaction with people who are unemployed or face personal problems. Which of the following personality characteristics is best suited to employees working in these jobs?
A. High neuroticism.
B. External locus of control.
C. High introversion.
D. High agreeableness.
E. External locus of control and high agreeableness.

138. Which "Big Five" personality dimension is most valuable for predicting job performance?
A. Extraversion
B. Openness to experience
C. Conscientiousness
D. Neuroticism
E. Agreeableness

139. _____ characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.
A. Extraversion
B. Openness to experience
C. Conscientiousness
D. Neuroticism
E. Agreeableness

140. Which of the following is a "Big Five" personality dimensions?
A. Openness to new experiences.
B. Self-transcendence.
C. Locus of control.
D. Self-enhancement.
E. Narcissism.

141. Extraversion is one dimension of:
A. the MARS model.
B. Schwartz's values model.
C. Myers-Briggs Type Indicator.
D. "Big Five" personality dimensions.
E. Cross-cultural values.

142. _____ characterizes people who are quiet, shy, and cautious.
A. Introversion
B. Openness to experience
C. Conscientiousness
D. Neuroticism
E. Intellectualism

143. Jung's psychological types are measured in:
A. the "Big Five" personality types.
B. the locus of control scale.
C. any instrument that also measures neuroticism.
D. the Myers-Briggs Type Indicator.
E. the self-monitoring personality test.

144. Myers-Briggs Type Indicator (MBTI) includes all of these dimensions EXCEPT:
A. sensing/intuition.
B. judging/perceiving.
C. thinking/feeling.
D. extraversion/introversion.
E. internal/external locus.

145. Sensing, thinking, and judging represent three dimensions of:
A. Schwartz's values model.
B. the MARS model.
C. Holland's model of occupational choice.
D. the "Big Five" personality dimensions.
E. the Myers-Briggs Type Indicator

146. Which of these statements about the Myers-Briggs Type Indicator (MBTI) is FALSE?
A. The MBTI measures the personality traits in Jung's psychological types.
B. The MBTI is one of the most widely used personality tests in organizations.
C. Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.
D. Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.
E. The MBTI combines four pairs of traits.

147. The Myers-Briggs Type Indicator (MBTI) measures psychological types first proposed by _____.
A. Victor Vroom
B. Carl Jung
C. Sigmund Freud
D. The "Big Five" personality trait model
E. Milton Rokeach

148. Which of these statements about the Myers-Briggs Type Indicator (MBTI) is TRUE?
A. The MBTI measures a person's self-esteem and self-efficacy.
B. The MBTI is no longer used in organizations.
C. Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.
D. Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.
E. The MBTI combines 16 pairs of traits into four distinct types.

149. It has been reported in various studies that specific Big Five personality dimensions can predict which of the following?
A. leadership.
B. organizational citizenship.
C. training performance.
D. team performance.
E. All of the answers are correct.

150. Which of the following is NOT a concern about personality testing discussed in your text?
A. Most personality tests are self-reported scales.
B. Depending on how the results are used, the tests could unfairly discriminate against a specific group of people.
C. Personality testing might convey an unfavourable image of the company.
D. Some experts maintain there are better predictors of job performance than tests.
E. Such tests have the potential to violate one's right to privacy.

151. Which of the following statements about values is FALSE?
A. Values help define what is right or wrong and good or bad in the world.
B. Values are arranged into a hierarchy of preferences.
C. The values that dominate a person's preferences differ across cultures.
D. Values guide our decisions and actions.
E. A person's hierarchy of values typically changes a few times each year.

152. Which of the following is LEAST connected to the topic of values?
A. organizational culture.
B. moral intensity.
C. collectivism.
D. ethical sensitivity.
E. neuroticism.

153. Values are defined in your text as:
A. stable, evaluative beliefs that guide our preferences for outcome in a variety of situations.
B. beliefs about what is moral.
C. a person's beliefs about the amount of control they have over their actions.
D. an accounting concept imported into the field of organizational behaviour.
E. personality dimensions that stabilize up to at least the age of 30 and possibly to age 50.

154. Schwartz's values model includes all of the following EXCEPT:
A. Universalism.
B. Hedonism.
C. Security.
D. Utilitarianism.
E. Self-direction.

155. Schwartz's model organizes ____ into _____.
A. personality traits; six dimensions
B. values; a hierarchy
C. needs; three statistical formulas
D. values; ten dimensions
E. emotions; a time line

156. All of the following are domains in Schwartz's values model EXCEPT:
A. Tradition.
B. Power.
C. Conscientiousness.
D. Conformity.
E. Stimulation.

157. The main reason why a person's values do not always influence his or her behaviour is that:
A. the values are too specific.
B. values never affect behaviour under any circumstances.
C. values affect a person's ability but not his or her motivation to act.
D. values usually conflict with each other, making it difficult to determine which value to apply.
E. values tend to be too abstract to see the connection to specific situations.

158. Employees are more likely to apply their personal values to their behaviour when:
A. someone reminds them of those values.
B. those values conflict with the organization's values.
C. the values are abstract.
D. All of the answers are correct.
E. None of the answers apply.

159. Incongruence between a company's dominant values and an employee's values is known to:
A. increase employee stress.
B. increase the employee's probability of quitting.
C. increase the chance that the employee's decisions will differ from the organization's preferences.
D. affect the employee's job satisfaction.
E. All of the answers are correct.

160. Espoused-enacted values congruence occurs when:
A. an employee and his or her spouse have similar values.
B. an organization's values are consistent with the dominant values of the culture in which it operates.
C. an employee's personal values are similar to the values of other employees on the same team.
D. an employee's personal values are consistent with the organization's values.
E. None of the answers apply.

161. The chief executive of a start-up high-technology company recently made several public announcements about the company's values. She emphasized that, although the company is less than one year old, its employees already have adopted a strong set of values around sharing, freedom, and achievement. However, you personally know two employees at the company who say that employees don't really have a common set of values, and they are certainly not unanimous about the three values stated by the CEO. The CEO is likely describing the company's:
A. espoused values.
B. ethical values.
C. professional values.
D. organizational values.
E. enacted values.

162. Ethics is most closely related to:
A. values.
B. locus of control.
C. the Myers-Briggs type Indicator.
D. personality.
E. ability.

163. Which of the following represents values that determine whether actions are right or wrong and outcomes are good or bad?
A. Conscientiousness
B. Sensing
C. Moral intensity
D. Self-monitoring
E. Ethics

164. Which of the following is identified in the textbook as an ethical principle?
A. Utilitarianism.
B. Environmentalism.
C. Moralism.
D. Humanitarianism.
E. Egalitarianism.

165. One problem with the utilitarian principle of ethics is that:
A. not all utilitarian rights are protected by law.
B. it is impossible to determine what factors should be relevant when distributing rewards.
C. it is difficult to predict the "trickle down" benefits to the least well off in society.
D. it judges morality by the results but not by the means to attaining those results.
E. the utilitarian principle has never been accepted by ethics experts as an ethical principle.

166. Which of the following is NOT a factor that influences perceived moral intensity?
A. Concentration of effect.
B. Magnitude of consequences.
C. Proximity.
D. Economic impact.
E. Temporal immediacy.

167. When assessing the ethics of a decision, you should:
A. rely mainly on the utilitarianism principle.
B. consider its implications against all three principles described in the textbook.
C. rely mainly on your level of collectivism.
D. avoid considering the decision's moral intensity until after the decision has been made.
E. apply any one—but NEVER more than one—of the four ethics principles to evaluate the decision.

168. Which of the following is an ethical principle stating that people have entitlements allowing them to act in a certain way?
A. Utilitarianism.
B. Individual rights.
C. Moral intensity.
D. Distributive justice.
E. Ethical sensitivity.

169. The main limitation of the individual rights principle is that:
A. it really isn't an ethical principle at all.
B. some individual rights conflict with other individual rights.
C. it pays attention to whether consequences are ethical, but not to whether the means to those consequences are ethical.
D. it is almost impossible to evaluate the benefits or costs of decisions when many stakeholders are affected.
E. it can degenerate into unjust favouritism.

170. Senior executives at CyberForm must make a decision that will affect many people, and where the decision may produce good or bad consequences for those affected. This decision:
A. has a high degree of ethical sensitivity.
B. is one in which decision makers should rely only on the utilitarianism rule of ethics.
C. has a low degree of ethical sensitivity.
D. has a high degree of moral intensity.
E. requires a low duty to care.

171. Moral intensity is higher when:
A. the issue produces good decisions but not bad decisions.
B. the decision has little or no effect on other people.
C. the decision maker is neutral and far removed from the issue or its consequences.
D. All of the answers are correct.
E. None of the answers apply.

172. People who have high moral sensitivity:
A. are always more ethical than people with a moderate or low level of ethical sensitivity.
B. tend to have higher empathy.
C. tend to have more information about the specific situation.
D. All of the answers are correct.
E. tend to have higher empathy and tend to have more information about the specific situation.

173. According to your text, which of the following is considered a moral intensity factor?
A. Social consensus.
B. Environmental impact.
C. Economic impact.
D. Social impact.
E. None of the answers apply.

174. The ability to recognize the presence and determine the relative importance of an ethical issue is known as:
A. neuroticism.
B. moral intensity.
C. moral sensitivity.
D. utilitarianism.
E. uncertainty avoidance.

175. Which of the following statements about ethical codes of conducts is FALSE?
A. They establish the organization's ethical standards and inform employees.
B. They signal how seriously the organization views the issue of ethics.
C. Written ethical codes prevent unethical behaviour.
D. Most large and medium-size organizations in Canada have such codes.
E. Many organizations provide ethics training.

176. Moral intensity is higher when:
A. it takes longer to make an ethical decision.
B. the decision is made by a few people who are highly ethical.
C. there are no clear legal guidelines to guide decision makers.
D. many people agree the action is ethically good or bad.
E. All of the answers are correct.

177. According to your text, the most effective way for organizations to establish a foundation that supports ethical conduct is by
A. providing ethics training.
B. writing codes of ethics.
C. communicating ethical codes of conduct to employees.
D. punishing wrongdoers.
E. establishing a set of shared values that reinforce ethical conduct.

178. Which moral intensity factor best relates to the question, "How many people are affected by this action?"
A. Immediacy of effect
B. Concentration of effect
C. Probability effect
D. Butterfly effect
E. Magnitude effect

179. People who value their independence and personal uniqueness have:
A. high individualism.
B. low collectivism.
C. high power distance.
D. low uncertainty avoidance.
E. high individualism and low collectivism.

180. Which of the following statements about cross-cultural values is TRUE?
A. People with a high achievement-orientation emphasize relationships and the well-being of others.
B. People with high individualism can have any level (high or low) of collectivism.
C. People with high power distance value independence and personal uniqueness.
D. People with low uncertainty avoidance must also have high power distance.
E. People in almost all cultures have high uncertainty avoidance.

181. People with high collectivism:
A. accept unequal distribution of power.
B. also have low individualism.
C. value harmonious relationships in the groups to which they belong.
D. value thrift, savings, and persistence.
E. also have low individualism and value harmonious relationships in the groups to which they belong.

182. Employees from cultures with a high power distance are more likely to:
A. use their existing power to gain more power.
B. encourage consensus-oriented decision making.
C. avoid people in positions of power.
D. readily accept the high status of other people in the organization.
E. give their power to others as a sign of friendship.

183. The cross-cultural value describing the degree to which people in a culture accept unequal distribution of power in a society refers to _____.
A. power imbalance tolerance
B. inequality tolerance
C. power distance
D. power differential
E. submissiveness

184. The degree to which people tolerate ambiguity and uncertainty refers to the cross-cultural value called _____.
A. risk tolerance
B. ambiguity tolerance
C. high uncertainty avoidance
D. uncertainty avoidance
E. self-confidence

185. People with a high _____ value assertiveness, competitiveness, and materialism.
A. individualism
B. collectivism
C. power distance
D. uncertainty avoidance
E. achievement orientation

186. Which of the following countries generally has high achievement orientation values?
A. Canada
B. Russia
C. Japan
D. Sweden
E. The Netherlands

187. Motowa is a new employee who comes from a culture that values respect for people in higher positions and values the well-being of others more than goal achievement. Motowa's culture would have:
A. a high power distance and nurturing orientation.
B. high collectivism and short-term orientation.
C. low uncertainty avoidance and high individualism.
D. low power distance and strong nurturing orientation.
E. None of the answers apply.

188. Which of the following values represents people who value duty to groups to which they belong, and to group harmony?
A. High individualism.
B. High uncertainty avoidance.
C. Low uncertainty avoidance.
D. High nurturing orientation.
E. High collectivism.

189. Canadians tend to have:
A. a high collectivism value orientation.
B. a high nurturing-orientation value.
C. a low individualistic value orientation.
D. a high individualistic value orientation.
E. a high nurturing-orientation value and a low individualistic value orientation.

190. In the section on cross-cultural values, the authors warn that:
A. the cross-cultural data presented are based on a very small sample (less than 10 people in each country studied).
B. the definitions of most values have changed over the past decade, so most cross-cultural information has little meaning anymore.
C. several cultures don't have any values.
D. multicultural societies such as Canada have a wide range of values even though the information presented assumes that everyone in the country has similar values.
E. All of the answers are correct.

191. In Canada, Anglophone and Francophone values:
A. are identical to each other.
B. have become increasingly different from each other in recent years.
C. are almost completely opposite to each other.
D. have converged (become more similar) in recent years.
E. do not really exist.

192. Which of these cultures within Canada has a high collectivist value orientation?
A. Anglophone Canadians
B. Francophone Canadians
C. First Nations people in Canada
D. Allophone Canadians
E. None of these cultures has a high collectivist orientation.

193. Which of the following cultures has/have the strongest preference for patriarchal authority?
A. Anglophone Canadians
B. Francophone Canadians
C. Americans
D. All of the answers are correct.
E. Anglophone and Francophone Canadians

194. Compared with Americans, Canadians are more likely to
A. question authority.**Error! Hyperlink reference not valid.**
B. be associated with a religious institution.
C. value patriarchal authority.
D. be materialistic.
E. None of the answers apply.

195. Studies comparing American and Canadian values indicate that:
A. American and Canadian values have become more similar in recent years.
B. American values are closer to Francophone than Anglophone values.
C. Canadians have lower tolerance for moral permissiveness than do Americans.
D. All of the answers are correct.
E. None of the answers apply.

196. The sales office of a large industrial products wholesale company has an increasing problem that salespeople are arriving late at the office each morning. Some sales reps go directly to visit clients rather than showing up at the office as required by company policy. Others arrive several minutes after their appointed start time. The vice president of sales doesn't want to introduce time clocks, but this may be necessary if the lateness problem isn't corrected. Using the MARS model of individual behaviour, diagnose the possible reasons why salespeople may be engaging in this "lateness" behaviour.

197. Employees in the company's warehouse are making numerous errors in inventory control and breaking items shipped. An analysis of the situation reveals that individual competencies are poorly matched with the job requirements. Describe three different strategies that would potentially improve this person-job matching.

198. Store #34 of CDA Hardware Associates has had below average sales over the past few years. As head of franchise operations, you are concerned with the continued low sales volume. The store manager wants you to diagnose the problem and recommend possible causes. Use the MARS model of individual behaviour and performance to provide four different types of reasons why employees at Store #34 might be performing below average. Provide one example for each type of explanation.

199. Contrast organizational citizenship behaviour with task performance.

200. Explain why you agree or disagree with the following statement: "Hiring and keeping talented employees is the most important task for managers."

201. An ongoing debate in organizational behaviour is whether we should consider the personality traits of job applicants when selecting them into the organization. Take the view that personality traits SHOULD be considered in the selection process and provide arguments for your position.

202. Explain the three distinct types of ethical principles and discuss the limitations of each:

203. Comment on the accuracy of the following statement and explain your answer:

"Organizations are most successful when employee values are identical to the company's dominant values."

204. Several international sales representatives in your organization have faced the murky question of paying foreign government officials under the table in order to do business in other countries. Describe three strategies that the organization should consider to resolve these and other ethical dilemmas for foreign sales representatives.

205. A middle manager in Malaysia is about to be stationed for two years to Canada. Canada has relatively low power distance whereas employees in Malaysia have quite high power distance. Advise the Malaysian manager about what to expect from Canadian employees based on the differences in power distance. Your answer should also define power distance.

206. A visiting professor in international business recently spoke to students in an organizational behaviour class about cultural differences between Canadians and Japanese employees. Relying on a famous study in the 1960s, the scholar explained that Japanese employees have a high degree of collectivism. The visitor then pointed out how this is completely opposite to the values of Canadian employees. The visitor concluded by saying that by identifying someone's nationality, such as Canadian, one can easily determine a person's level of collectivism, individualism, uncertainty avoidance, and achievement-nurturing orientation. Identify and discuss three concerns about cross-cultural knowledge the visiting professor's statements should pay attention to.

c2 Key

1. Motivation is an external force on the person that causes him or her to engage in specific behaviours.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #1
Topic: 02-02 Employee Motivation

2. Persistence is an element of motivation.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #2
Topic: 02-02 Employee Motivation

3. Learned capabilities refer to the skills and knowledge that you have actually acquired.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #3
Topic: 02-03 Ability

4. Aptitudes are natural talents that help individuals learn specific tasks more quickly and perform them better than other people.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #4
Topic: 02-03 Ability

5. Learned capabilities are skills and knowledge that you possess. Therefore, they do not diminish over time when not in use.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #5
Topic: 02-03 Ability

6. Competencies refer to the extent to which people understand the job duties assigned to or expected of them.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #6
Topic: 02-03 Ability

7. According to the MARS model, ability is the most important force influencing individual behaviour and results.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #7
Topic: 02-01 MARS Model of Individual Behaviour and Performance

8. Competencies refer to the complete set of motivations, abilities, role perceptions, and situational factors that contribute to job performance.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #8
Topic: 02-03 Ability

9. The MARS model identifies the four main factors that influence individual behaviour.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #9
Topic: 02-01 MARS Model of Individual Behaviour and Performance

10. According to the MARS model of individual behaviour and performance, employee performance will remain high even if one of the four factors significantly weakens.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #10
Topic: 02-01 MARS Model of Individual Behaviour and Performance

11. Providing training is a person-job matching strategy.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #11
Topic: 02-03 Ability

12. One person-job matching strategy is to select applicants whose existing competencies best fit the required task.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #12
Topic: 02-03 Ability

13. A recent global study suggests that most employees do not lack role clarity.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #13
Topic: 02-04 Role Perceptions

14. Employee role perception affects how one performs his or her job.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #14
Topic: 02-04 Role Perceptions

15. Companies can improve employee role perceptions by describing the employee's assigned tasks clearly and providing meaningful performance feedback.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #15
Topic: 02-05 Situational Factors

16. Situational factors are working conditions within the employee's control.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #16
Topic: 02-05 Situational Factors

17. While there may be many varieties of individual behaviours, most can be organized into five categories.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #17
Topic: 02-06 Types of Individual Behaviour

18. Task performance refers to goal-directed behaviours under the individual's control that support organizational objectives.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #18
Topic: 02-07 Task Performance

19. Organizational citizenship behaviours are usually described clearly in job descriptions.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #19
Topic: 02-08 Organizational Citizenship

20. Employees are more likely to engage in organizational citizenship behaviours if these are outlined in their formal job duties.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #20
Topic: 02-08 Organizational Citizenship

21. Organizational citizenship is less likely to occur in a work environment where high cooperation already exists.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #21
Topic: 02-08 Organizational Citizenship

22. Dark-side workplace behaviours are collectively known as counterfeit citizenship work behaviours (CWBs).
FALSE

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #22
Topic: 02-09 Counterproductive Work Behaviours

23. Those who engage in counterproductive work behaviours do so voluntarily.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #23
Topic: 02-01 Types of Individual Behaviour

24. Recent studies have found that counterproductive work behaviours have a very small negative effect on organizational performance.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #24
Topic: 02-09 Counterproductive Work Behaviours

25. Joining the organization is a type of work-related behaviour.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #25
Topic: 02-10 Joining and Staying with the Organization

26. Research has found that absenteeism is rarely, if ever, caused by situational factors.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #26
Topic: 02-11 Maintaining Work Attendance

27. Sick leave policies affect the employee's motivation to attend work.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #27
Topic: 02-11 Maintaining Work Attendance

28. Personality is a relatively stable pattern of behaviours and internal states that help explain a person's behavioural tendencies.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #28
Topic: 02-12 Personality in Organizations

29. Personality traits are more evident in situations where social norms and reward systems constrain behaviour.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #29
Topic: 02-12 Personality in Organizations

30. There is almost complete agreement among psychologists that personality is mostly formed by a person's childhood socialization.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behaviour in organizations.
McShane - Chapter 02 #30
Topic: 02-13 Personality Determinants: Nature versus Nurture

31. The five-factor model "Big Five" personality dimensions represent five clusters that represent most personality traits.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behaviour in organizations.
McShane - Chapter 02 #31
Topic: 02-14 Five-Factor Model of Personality

32. Agreeableness, extraversion, and conscientiousness are three of the "Big Five" personality dimensions.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behaviour in organizations.
McShane - Chapter 02 #32
Topic: 02-14 Five-Factor Model of Personality

33. People with a low score on the neuroticism personality dimension tend to be more relaxed, secure, and calm.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behaviour in organizations.
McShane - Chapter 02 #33
Topic: 02-14 Five-Factor Model of Personality

34. Neuroticism, sensing, and locus of control are three of the "Big Five" personality dimensions.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #34
Topic: 02-14 Five-Factor Model of Personality

35. Conscientiousness refers to the extent that people are sensitive, flexible, creative, and curious.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #35
Topic: 02-14 Five-Factor Model of Personality

36. Sensing, feeling, and judging are three of the "Big Five" personality traits.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behaviour in organizations.
McShane - Chapter 02 #36
Topic: 02-14 Five-Factor Model of Personality

37. Conscientiousness is one of the best personality traits for predicting job performance in most job groups.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #37
Topic: 02-14 Five-Factor Model of Personality

38. The relationship between personality and workplace behaviour is weak, because so much about behaviour is dependent on situational factors.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #38
Topic: 02-14 Five-Factor Model of Personality

39. Employees who are conscientious tend to have higher levels of organizational citizenship.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #39
Topic: 02-14 Five-Factor Model of Personality

40. Our personalities influence how well we cope with stress.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual beha viour in organizations.
McShane - Chapter 02 #40
Topic: 02-14 Five-Factor Model of Personality

41. Agreeableness is a personality dimension that describes people who are outgoing, talkative, sociable, and assertive.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #41
Topic: 02-14 Five-Factor Model of Personality

42. The Myers-Briggs Type Indicator is a personality test that measures the "Big Five" personality dimensions.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #42
Topic: 02-15 Jungian Personality Theory and the Myers-Briggs Type Indicator

43. According to the Myers-Briggs Type Indicator, some people are "sensing-thinking" types whereas others may be "intuitive-feeling" types.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behaviour in organizations.
McShane - Chapter 02 #43
Topic: 02-15 Jungian Personality Theory and the Myers-Briggs Type Indicator

44. The Myers-Briggs Type Indicator measures the personality traits described by Swiss psychiatrist Carl Jung.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behaviour in organizations.
McShane - Chapter 02 #44
Topic: 02-15 Jungian Personality Theory and the Myers-Briggs Type Indicator

45. In the Myers-Briggs Type Indicator, "judging" types have a strong desire for order and want to resolve problems quickly.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behaviour in organizations.
McShane - Chapter 02 #45
Topic: 02-15 Jungian Personality Theory and the Myers-Briggs Type Indicator

46. Today, personality testing has become so popular that some experts warn we may have gone too far in organizational settings.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behaviour in organizations.
McShane - Chapter 02 #46
Topic: 02-16 Personality Testing in Organizations

47. Some organizations now use applicants' writings on blogs and other social media to estimate their personalities.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #47
Topic: 02-16 Personality Testing in Organizations

48. Values are stable, long-lasting beliefs about what is important in a variety of situations.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #48
Topic: 02-17 Values in the Workplace

49. People arrange values into a needs hierarchy.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #49
Topic: 02-17 Values in the Workplace

50. One dimension of Schwartz's values model has openness to change at one extreme and conservation at the other extreme.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #50
Topic: 02-18 Types of Values

51. One influence on the values-behaviour link is situation.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #51
Topic: 02-19 Values and Individual Behaviour

52. Since values are abstract concepts, their relevance to specific situations is not obvious most of the time.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #52
Topic: 02-19 Values and Individual Behaviour

53. Reminding ourselves of our dominant personal values ensures that we apply those values.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #53
Topic: 02-19 Values and Individual Behaviour

54. Research indicates that values incongruence—differences between an employee's personal values and the organization's values—is fairly common.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #54
Topic: 02-20 Values Congruence

55. The ideal situation in organizations is to have employees whose values are perfectly congruent with the organization's values.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #55
Topic: 02-20 Values Congruence

56. Organizations that don't align corporate values with the dominant values of the society in which they operate may experience increased employee turnover.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #56
Topic: 02-20 Values Congruence

57. Espoused values represent the values that you and your spouse have in common.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #57
Topic: 02-20 Values Congruence

58. Employees typically choose honesty/ethics as the most important characteristic of effective leaders.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #58
Topic: 02-21 Ethical Values and Behaviour

59. Egalitarianism is one of three types of ethical principles.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #59
Topic: 02-22 Three Ethical Principles

60. Utilitarianism judges morality by the consequences of our actions, not the means to attaining those consequences.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #60
Topic: 02-22 Three Ethical Principles

61. Utilitarianism and egalitarianism are personality dimensions of ethics.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #61
Topic: 02-22 Three Ethical Principles

62. The utilitarian principle advises us to seek the greatest good for the greatest number of people.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #62
Topic: 02-22 Three Ethical Principles

63. The utilitarian principle is sometimes known as a consequential principle.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #63
Topic: 02-22 Three Ethical Principles

64. When choosing the most ethically correct action in a particular situation, the distributive justice principle overrules (is more important than) the others.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #64
Topic: 02-22 Three Ethical Principles

65. One problem with the distributive justice principle is that it is difficult to agree on who is similar and what factors are relevant in making that determination.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #65
Topic: 02-22 Three Ethical Principles

66. It is sometimes difficult to apply the individual rights principle of ethical decision making because one individual's rights may conflict with another.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #66
Topic: 02-22 Three Ethical Principles

67. The distributive justice principle of ethical decision making is based largely on a cost-benefit analysis of each decision alternative.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #67
Topic: 02-22 Three Ethical Principles

68. Moral sensitivity is the degree to which an issue demands the application of ethical principles.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #68
Topic: 02-23 Moral Intensity, Moral Sensitivity, and Situational Influences

69. Proximity is considered a moral intensity factor.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #69
Topic: 02-23 Moral Intensity, Moral Sensitivity, and Situational Influences

70. Moral intensity refers to the difficulty associated with making certain decisions.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #70
Topic: 02-23 Moral Intensity, Moral Sensitivity, and Situational Influences

71. Some managerial issues involve no moral intensity.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #71
Topic: 02-23 Moral Intensity, Moral Sensitivity, and Situational Influences

72. Morally sensitive people tend to have more empathy and knowledge about the situation.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #72
Topic: 02-23 Moral Intensity, Moral Sensitivity, and Situational Influences

73. Research indicates that people almost always make ethical decisions even when under pressure to make unethical decisions.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #73
Topic: 02-23 Moral Intensity, Moral Sensitivity, and Situational Influences

74. Mindfulness increases moral sensitivity.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #74
Topic: 02-23 Moral Intensity, Moral Sensitivity, and Situational Influences

75. Ethics experts say the only way to ensure that employees engage in ethical behaviour is to introduce ethical codes of conduct.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #75
Topic: 02-24 Supporting Ethical Behaviour

76. Corporate leaders have a strong influence on the moral conduct of employees in that organization.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #76
Topic: 02-24 Supporting Ethical Behaviour

77. The most effective way organizations can support ethical conduct is to have a set of shared values that reinforce ethical conduct.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #77
Topic: 02-24 Supporting Ethical Behaviour

78. When leaders role-model ethical standards, employees are more likely to follow.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #78
Topic: 02-24 Supporting Ethical Behaviour

79. Supplementing ethical codes of conduct with ethical training eliminates wrongdoing in the workplace.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #79
Topic: 02-24 Supporting Ethical Behaviour

80. Research shows that having ethical codes of conduct prevents wrongdoing in the workplace.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #80
Topic: 02-24 Supporting Ethical Behaviour

81. In terms of cross-cultural values, Canadians tend to have relatively high individualism with an achievement orientation and low power distance.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #81
Topic: 02-26 Individualism and Collectivism

82. Cultures with high collectivism must also have low individualism.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #82
Topic: 02-25 Values across Cultures

83. Two countries with low collectivism are Japan and Canada.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #83
Topic: 02-26 Individualism and Collectivism

84. Power distance refers to the physical proximity that is comfortably tolerated between subordinates and their supervisors.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #84
Topic: 02-27 Power Distance

85. Uncertainty avoidance is the degree to which people tolerate ambiguity, or feel threatened by ambiguity and uncertainty.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #85
Topic: 02-28 Uncertainty Avoidance

86. People with a high achievement orientation value assertiveness, competitiveness, and materialism.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #86
Topic: 02-29 Achievement-Nurturing Orientation

87. One limitation with cross-cultural values information is that it incorrectly assumes that everyone within a specific country holds similar values.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #87
Topic: 02-30 Caveats About Cross-Cultural Knowledge

88. There is evidence to show that English and French Canadian values are converging.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #88
Topic: 02-31 Diversity of Canadian Cultural Values

89. Research indicates that Americans tend to be more liberal and egalitarian than are Canadians.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #89
Topic: 02-31 Diversity of Canadian Cultural Values

90. Organizations with First Nations founders and leaders tend to have high collectivism and low power distance values.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #90
Topic: 02-31 Diversity of Canadian Cultural Values

91. According to the MARS model, _____ represents the forces within a person that affect the direction, intensity, and persistence of voluntary behaviour.
A. motivation
B. personality
C. values
D. ethics
E. ability

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #91
Topic: 02-01 MARS Model of Individual Behaviour and Performance

92. Motivation affects a person's _____ of voluntary behaviour.
A. direction, intensity, and persistence
B. antecedents, consequences, and reinforcers
C. size, shape, and weight
D. aptitudes, abilities, and competencies
E. agreeableness, locus of control, and ethical sensitivity

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #92
Topic: 02-02 Employee Motivation

93. In the MARS model, all of the following factors directly influence an employee's voluntary behaviour and performance EXCEPT:
A. motivation.
B. role perceptions.
C. situational factors.
D. moral intensity.
E. ability.

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #93
Topic: 02-01 MARS Model of Individual Behaviour and Performance

94. Which of the following identifies the four factors that directly influence individual behaviour and performance?
A. Utilitarianism
B. MARS model
C. Schwartz's model
D. Holland's model
E. Myers-Briggs Type Indicator

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #94
Topic: 02-01 MARS Model of Individual Behaviour and Performance

95. Which of these factors directly influences an employee's voluntary behaviour and performance?
A. Motivation
B. Role perceptions
C. Uncertainty avoidance
D. All of the answers are correct.
E. Motivation and role perceptions

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #95
Topic: 02-02 Employee Motivation

96. Which of the following ensures that job incumbents have appropriate aptitudes to perform the job?
A. Hire applicants with appropriate aptitudes.
B. Train employees so they develop appropriate aptitudes.
C. Motivate employees to have appropriate aptitudes.
D. Provide resources that allow employees to perform their jobs.
E. All of the answers are correct.

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #96
Topic: 02-03 Ability

97. Ability includes which of these?
A. Aptitudes and learned skills
B. Natural aptitude and intensity
C. Persistence and direction
D. Intensity and learned capabilities
E. Direction and intensity

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #97
Topic: 02-03 Ability

98. Aptitudes, skills, and competencies all fall under which of the following concepts?
A. Motivation
B. Personality
C. Values
D. Ethics
E. Ability

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #98
Topic: 02-03 Ability

99. Which of the following refers to the fact that motivation is goal-directed, not random?
A. Persistence
B. Direction
C. Intensity
D. Aptitude
E. Competency

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #99
Topic: 02-02 Employee Motivation

100. _____ is the amount of effort allocated to the goal.
A. Persistence
B. Direction
C. Intensity
D. Aptitude
E. Competency

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #100
Topic: 02-02 Employee Motivation

101. All technical employees at a paper mill take a course on how to operate a new paper-rolling machine. This course will improve job performance mainly by altering employee:
A. aptitudes
B. role perceptions
C. motivation
D. organizational citizenship
E. learned capabilities

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #101
Topic: 02-03 Ability

102. Which of the following ensures that job incumbents have appropriate aptitudes to perform the job?
A. Hire applicants with appropriate aptitudes to begin with.
B. Train employees so they develop appropriate aptitudes.
C. Motivate employees to have appropriate aptitudes.
D. Provide resources that allow employees to perform their jobs.
E. Educate incumbents so they can learn appropriate attitudes.

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #102
Topic: 02-03 Ability

103. Competencies include:
A. a person's aptitudes.
B. a person's learned abilities.
C. a person's skills.
D. All of the answers are correct.
E. None of the answers apply.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #103
Topic: 02-03 Ability

104. Customer orientation, social skills, and need for achievement are examples of:
A. aptitudes
B. competencies
C. role perceptions
D. situational factors
E. None of the answers apply.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #104
Topic: 02-03 Ability

105. IdaCorp. gives simple accounts to newly hired employees, then adds more challenging accounts as employees master the simple tasks. This practice mainly:
A. improves role perceptions.
B. increases person-job matching.
C. reduces employee motivation.
D. provides more resources to accomplish the assigned task.
E. improves employee aptitudes.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #105
Topic: 02-03 Ability

106. The MARS model explicitly identifies which of the following factors?
A. Rewards
B. Recreational activities
C. Neuroticism
D. Situational factors
E. All of the answers are correct.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #106
Topic: 02-01 MARS Model of Individual Behaviour and Performance

107. According to the MARS model of individual behaviour, which of the following is NOT a role perception problem?
A. The employee lacks the proper tools to perform the job.
B. The employee knows two different ways to perform a particular task, but unknowingly chooses the method that the organization does not want its employees to use.
C. The employee doesn't realize that a particular task is part of his or her job.
D. The employee places more emphasis on the quantity of work whereas the organization wants more emphasis placed on the quality of work.
E. The employee believes that the company wants him or her to spend more time with clients, whereas the company really wants client requests processed more quickly.

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #107
Topic: 02-01 MARS Model of Individual Behaviour and Performance

108. Competencies relate most closely to which element in the MARS model of behaviour and performance?
A. Motivation
B. Situational factors
C. Role perceptions
D. Ability
E. Competencies are not related at all to any element of the MARS model

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #108
Topic: 02-01 MARS Model of Individual Behaviour and Performance

109. You have just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they aren't sure what tasks are included in their job. According to the MARS model, these new employees will likely:
A. emphasize the utilitarianism principle in their decision making.
B. have lower job performance due to poor role perceptions.
C. have high job performance because they are motivated and able to perform the work.
D. have above average organizational citizenship.
E. have a high degree of differentiation according to Holland's classification of occupations.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #109
Topic: 02-01 MARS Model of Individual Behaviour and Performance

110. To reduce the amount of non-recyclable waste that employees throw out each day, a major telephone company removed containers for non-recyclable rubbish from each office and workstation. This altered employee behaviour mainly by:
A. increasing employee motivation to be less wasteful.
B. helping employees to learn how to be less wasteful.
C. altering situational factors so that employees have more difficulty practising wasteful behaviour.
D. increasing aptitudes that make employees less wasteful.
E. increasing organizational citizenship so that employees will be less wasteful.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #110
Topic: 02-05 Situational Factors

111. Which of these refers to a person's beliefs about what behaviours are appropriate or necessary, in a particular situation?
A. Natural aptitudes
B. Role perceptions
C. Competencies
D. Locus of control
E. Situational factors

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #111
Topic: 02-04 Role Perceptions

112. Companies can improve employee performance through situational factors by:
A. asking employees about the things that motivate them.
B. testing employee skills and knowledge before they are hired.
C. providing training so employees learn the required competencies.
D. redesigning the job so employees are only given tasks within their capabilities.
E. asking employees to identify problems they experience with time and resources, then removing those obstacles to job performance.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #112
Topic: 02-05 Situational Factors

113. Which of the following is NOT a work-related behaviour?
A. Competencies
B. Absenteeism
C. Joining the organization
D. Showing up for work at scheduled times
E. Performing required tasks

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #113
Topic: 02-06 Types of Individual Behaviour

114. Which of the following refers to goal-directed activities under the individual's control that support organizational objectives?
A. Competencies
B. Task performance
C. Aptitudes
D. Direction
E. Motivation

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #114
Topic: 02-07 Task Performance

115. Which of the following would be considered a work-related behaviour?
A. Completing required job duties above the minimum performance standard.
B. Showing up for work at scheduled times.
C. Accepting the organization's offer of employment.
D. Helping a coworker even though it isn't part of your job.
E. All of the answers are correct.

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #115
Topic: 02-06 Types of Individual Behaviour

116. Which of the following statements about task performance is FALSE?
A. Employees are evaluated against a performance standard.
B. Task performance refers to goal-directed activities under the individual's control.
C. Employees are almost always evaluated on just one performance dimension.
D. Employees are expected to perform their work above a minimum acceptable level.
E. Each performance dimension requires specific skills and knowledge.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #116
Topic: 02-07 Task Performance

117. Organizational citizenship refers to:
A. the employee's right to vote for the company president.
B. employee behaviours that extend beyond normal job duties.
C. the organization's obligations to society.
D. the organization's attachment to a particular country rather than being a global entity.
E. the organization's obligations to society and the organization's attachment to a particular country rather than being a global entity.

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #117
Topic: 02-08 Organizational Citizenship

118. Employee behaviours that extend beyond normal job duties:
A. should be discouraged by organizational leaders.
B. are usually performed by people with low conscientiousness.
C. are the most important characteristics of people with an external locus of control.
D. are common in small businesses but never occur in large firms.
E. are called organizational citizenship.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #118
Topic: 02-08 Organizational Citizenship

119. Sabotage, threatening harm, and insulting others represent:
A. three forms of counterproductive work behaviours.
B. the most common forms of organizational citizenship.
C. three dimensions of Schwartz's values model.
D. evidence of people with an introverted personality.
E. behaviours that are no longer found in organizations.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #119
Topic: 02-09 Counterproductive Work Behaviours

120. Which of the following is considered counterproductive work behaviour?
A. Insulting others.
B. Theft.
C. Deliberately withholding one's approval to inconvenience another person and cause them stress.
D. All of the answers are correct.
E. Theft and deliberating performing work incorrectly so the organization suffers a loss.

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #120
Topic: 02-09 Counterproductive Work Behaviours

121. Which of the following is NOT one of the five categories of individual behaviour in organizations that is discussed in your text?
A. Task performance.
B. Organizational citizenship.
C. Counterproductive work behaviours.
D. Obeying orders.
E. Joining and staying with the organization.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #121
Topic: 02-10 Joining and Staying with the Organization

122. Generous sick leave policies are known to:
A. increase employee lateness
B. improve organizational citizenship
C. increase absenteeism
D. increase voluntary turnover
E. increase absenteeism and voluntary turnover

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #122
Topic: 02-11 Maintaining Work Attendance

123. Showing up at work when one's capacity to perform is significantly diminished by sickness, fatigue, personal problems, or other factors is an example of:
A. organizational citizenship behaviour
B. counterproductive work behaviour
C. employee loyalty
D. workaholic behaviour
E. presenteeism

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #123
Topic: 02-11 Maintaining Work Attendance

124. Which of the following statements about personality traits is FALSE?
A. An individual's personality is relatively stable from one year to the next.
B. Personality traits cause people to behave in almost exactly the same way in all situations.
C. The most common view is that personality is shaped by both heredity and environment.
D. An individual's personality is identified by his or her behaviours.
E. An individual's personality cannot be observed.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #124
Topic: 02-12 Personality in Organizations

125. The relatively stable pattern of behaviours and consistent internal states that explain a person's behavioural tendencies refers to:
A. personality.
B. values.
C. motivation.
D. locus of control.
E. job satisfaction.

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #125
Topic: 02-12 Personality in Organizations

126. An individual's personality:
A. changes several times throughout the year.
B. is formed only from childhood socialization and the environment.
C. is less evident in situations where social norms, reward systems, and other conditions constrain behaviour.
D. All of the answers are correct.
E. is formed only from childhood socialization and the environment and is less evident in situations where social norms, reward systems, and other conditions constrain behaviour.

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #126
Topic: 02-12 Personality in Organizations

127. One ongoing dispute among psychologists is whether personality:
A. is formed completely from genetic code or is partly influenced by socialization and environmental conditions.
B. is stable over several years or changes a few times each year.
C. is evident in all situations or is less constrained in some situations.
D. is evident through a person's behaviours or is only evident through blood tests.
E. really exists or is just a myth.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #127
Topic: 02-13 Personality Determinants: Nature versus Nurture

128. The main explanation why personality becomes more stable over time is that:
A. as we age we form a clearer and more rigid, self-concept.
B. life experiences cause personality to become more hidden from view.
C. people become less open to new experiences.
D. people become less adaptable to change as they get older.
E. All of the answers are correct.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behaviour in organizations.
McShane - Chapter 02 #128
Topic: 02-13 Personality Determinants: Nature versus Nurture

129. Which of the following statements about personality is FALSE?
A. One's personality becomes more hidden over time.
B. Personality is heavily influenced by heredity.
C. Personality is influenced by both nature and nurture.
D. On average, when people reach the age of 30 personality stabilizes.
E. Some personality development and change occurs when people are young.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behaviour in organizations.
McShane - Chapter 02 #129
Topic: 02-13 Personality Determinants: Nature versus Nurture

130. The "Big Five" personality dimensions represent:
A. all of the personality traits found in an ideal job applicant.
B. the aggregated clusters representing most known personality traits.
C. the personality traits caused by the environment rather than heredity.
D. All of the answers are correct.
E. the aggregated clusters representing most known personality traits and the personality traits caused by the environment rather than heredity.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behaviour in organizations.
McShane - Chapter 02 #130
Topic: 02-14 Five-Factor Model of Personality

131. The "Big Five" personality dimensions are identified by the acronym:
A. MBTIA
B. CANOE
C. VALUE
D. MARSE
E. HAPPY

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behaviour in organizations.
McShane - Chapter 02 #131
Topic: 02-14 Five-Factor Model of Personality

132. Which of the following is a "Big Five" personality dimension?
A. Extraversion
B. Openness to experience
C. Locus of control
D. Grumpiness
E. Extraversion and openness to experience

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #132
Topic: 02-14 Five-Factor Model of Personality

133. All of these are "Big Five" personality dimensions EXCEPT:
A. openness to experience.
B. agreeableness.
C. locus of control.
D. emotional stability.
E. extraversion.

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #133
Topic: 02-14 Five-Factor Model of Personality

134. Being good-natured, empathetic, caring, and courteous are characteristic of people with which personality trait?
A. Openness to experience
B. Agreeableness
C. Locus of control
D. Emotional stability
E. Extraversion

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #134
Topic: 02-14 Five-Factor Model of Personality

135. Conscientiousness is one dimension of:
A. the MARS model.
B. Schwartz's values model.
C. Myers-Briggs Type Indicator.
D. All of the answers are correct.
E. None of the answers apply.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #135
Topic: 02-14 Five-Factor Model of Personality

136. Neuroticism is explicitly identified in:
A. the MARS model.
B. Schwartz's values model.
C. "Big Five" personality dimensions.
D. Holland's theory of vocational choice.
E. the MARS model and the "Big Five" personality dimensions.

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #136
Topic: 02-14 Five-Factor Model of Personality

137. Most employees in the social services department of a provincial government have frequent interaction with people who are unemployed or face personal problems. Which of the following personality characteristics is best suited to employees working in these jobs?
A. High neuroticism.
B. External locus of control.
C. High introversion.
D. High agreeableness.
E. External locus of control and high agreeableness.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #137
Topic: 02-14 Five-Factor Model of Personality

138. Which "Big Five" personality dimension is most valuable for predicting job performance?
A. Extraversion
B. Openness to experience
C. Conscientiousness
D. Neuroticism
E. Agreeableness

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #138
Topic: 02-14 Five-Factor Model of Personality

139. _____ characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.
A. Extraversion
B. Openness to experience
C. Conscientiousness
D. Neuroticism
E. Agreeableness

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #139
Topic: 02-14 Five-Factor Model of Personality

140. Which of the following is a "Big Five" personality dimensions?
A. Openness to new experiences.
B. Self-transcendence.
C. Locus of control.
D. Self-enhancement.
E. Narcissism.

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #140
Topic: 02-14 Five-Factor Model of Personality

141. Extraversion is one dimension of:
A. the MARS model.
B. Schwartz's values model.
C. Myers-Briggs Type Indicator.
D. "Big Five" personality dimensions.
E. Cross-cultural values.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #141
Topic: 02-14 Five-Factor Model of Personality

142. _____ characterizes people who are quiet, shy, and cautious.
A. Introversion
B. Openness to experience
C. Conscientiousness
D. Neuroticism
E. Intellectualism

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #142
Topic: 02-14 Five-Factor Model of Personality

143. Jung's psychological types are measured in:
A. the "Big Five" personality types.
B. the locus of control scale.
C. any instrument that also measures neuroticism.
D. the Myers-Briggs Type Indicator.
E. the self-monitoring personality test.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #143
Topic: 02-15 Jungian Personality Theory and the Myers-Briggs Type Indicator

144. Myers-Briggs Type Indicator (MBTI) includes all of these dimensions EXCEPT:
A. sensing/intuition.
B. judging/perceiving.
C. thinking/feeling.
D. extraversion/introversion.
E. internal/external locus.

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #144
Topic: 02-15 Jungian Personality Theory and the Myers-Briggs Type Indicator

145. Sensing, thinking, and judging represent three dimensions of:
A. Schwartz's values model.
B. the MARS model.
C. Holland's model of occupational choice.
D. the "Big Five" personality dimensions.
E. the Myers-Briggs Type Indicator

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types rela te to individual behaviour in organizations.
McShane - Chapter 02 #145
Topic: 02-15 Jungian Personality Theory and the Myers-Briggs Type Indicator

146. Which of these statements about the Myers-Briggs Type Indicator (MBTI) is FALSE?
A. The MBTI measures the personality traits in Jung's psychological types.
B. The MBTI is one of the most widely used personality tests in organizations.
C. Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.
D. Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.
E. The MBTI combines four pairs of traits.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #146
Topic: 02-15 Jungian Personality Theory and the Myers-Briggs Type Indicator

147. The Myers-Briggs Type Indicator (MBTI) measures psychological types first proposed by _____.
A. Victor Vroom
B. Carl Jung
C. Sigmund Freud
D. The "Big Five" personality trait model
E. Milton Rokeach

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #147
Topic: 02-15 Jungian Personality Theory and the Myers-Briggs Type Indicator

148. Which of these statements about the Myers-Briggs Type Indicator (MBTI) is TRUE?
A. The MBTI measures a person's self-esteem and self-efficacy.
B. The MBTI is no longer used in organizations.
C. Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.
D. Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.
E. The MBTI combines 16 pairs of traits into four distinct types.

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavi our in organizations.
McShane - Chapter 02 #148
Topic: 02-15 Jungian Personality Theory and the Myers-Briggs Type Indicator

149. It has been reported in various studies that specific Big Five personality dimensions can predict which of the following?
A. leadership.
B. organizational citizenship.
C. training performance.
D. team performance.
E. All of the answers are correct.

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #149
Topic: 02-16 Personality Testing in Organizations Values in the Workplace

150. Which of the following is NOT a concern about personality testing discussed in your text?
A. Most personality tests are self-reported scales.
B. Depending on how the results are used, the tests could unfairly discriminate against a specific group of people.
C. Personality testing might convey an unfavourable image of the company.
D. Some experts maintain there are better predictors of job performance than tests.
E. Such tests have the potential to violate one's right to privacy.

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #150
Topic: 02-16 Personality Testing in Organizations Values in the Workplace

151. Which of the following statements about values is FALSE?
A. Values help define what is right or wrong and good or bad in the world.
B. Values are arranged into a hierarchy of preferences.
C. The values that dominate a person's preferences differ across cultures.
D. Values guide our decisions and actions.
E. A person's hierarchy of values typically changes a few times each year.

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #151
Topic: 02-17 Values in the Workplace

152. Which of the following is LEAST connected to the topic of values?
A. organizational culture.
B. moral intensity.
C. collectivism.
D. ethical sensitivity.
E. neuroticism.

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #152
Topic: 02-17 Values in the Workplace

153. Values are defined in your text as:
A. stable, evaluative beliefs that guide our preferences for outcome in a variety of situations.
B. beliefs about what is moral.
C. a person's beliefs about the amount of control they have over their actions.
D. an accounting concept imported into the field of organizational behaviour.
E. personality dimensions that stabilize up to at least the age of 30 and possibly to age 50.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #153
Topic: 02-17 Values in the Workplace

154. Schwartz's values model includes all of the following EXCEPT:
A. Universalism.
B. Hedonism.
C. Security.
D. Utilitarianism.
E. Self-direction.

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #154
Topic: 02-18 Types of Values

155. Schwartz's model organizes ____ into _____.
A. personality traits; six dimensions
B. values; a hierarchy
C. needs; three statistical formulas
D. values; ten dimensions
E. emotions; a time line

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #155
Topic: 02-18 Types of Values

156. All of the following are domains in Schwartz's values model EXCEPT:
A. Tradition.
B. Power.
C. Conscientiousness.
D. Conformity.
E. Stimulation.

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #156
Topic: 02-18 Types of Values

157. The main reason why a person's values do not always influence his or her behaviour is that:
A. the values are too specific.
B. values never affect behaviour under any circumstances.
C. values affect a person's ability but not his or her motivation to act.
D. values usually conflict with each other, making it difficult to determine which value to apply.
E. values tend to be too abstract to see the connection to specific situations.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #157
Topic: 02-19 Values and Individual Behaviour

158. Employees are more likely to apply their personal values to their behaviour when:
A. someone reminds them of those values.
B. those values conflict with the organization's values.
C. the values are abstract.
D. All of the answers are correct.
E. None of the answers apply.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #158
Topic: 02-19 Values and Individual Behaviour

159. Incongruence between a company's dominant values and an employee's values is known to:
A. increase employee stress.
B. increase the employee's probability of quitting.
C. increase the chance that the employee's decisions will differ from the organization's preferences.
D. affect the employee's job satisfaction.
E. All of the answers are correct.

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #159
Topic: 02-20 Values Congruence

160. Espoused-enacted values congruence occurs when:
A. an employee and his or her spouse have similar values.
B. an organization's values are consistent with the dominant values of the culture in which it operates.
C. an employee's personal values are similar to the values of other employees on the same team.
D. an employee's personal values are consistent with the organization's values.
E. None of the answers apply.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #160
Topic: 02-20 Values Congruence

161. The chief executive of a start-up high-technology company recently made several public announcements about the company's values. She emphasized that, although the company is less than one year old, its employees already have adopted a strong set of values around sharing, freedom, and achievement. However, you personally know two employees at the company who say that employees don't really have a common set of values, and they are certainly not unanimous about the three values stated by the CEO. The CEO is likely describing the company's:
A. espoused values.
B. ethical values.
C. professional values.
D. organizational values.
E. enacted values.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #161
Topic: 02-20 Values Congruence

162. Ethics is most closely related to:
A. values.
B. locus of control.
C. the Myers-Briggs type Indicator.
D. personality.
E. ability.

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #162
Topic: 02-21 Ethical Values and Behaviour

163. Which of the following represents values that determine whether actions are right or wrong and outcomes are good or bad?
A. Conscientiousness
B. Sensing
C. Moral intensity
D. Self-monitoring
E. Ethics

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #163
Topic: 02-21 Ethical Values and Behaviour

164. Which of the following is identified in the textbook as an ethical principle?
A. Utilitarianism.
B. Environmentalism.
C. Moralism.
D. Humanitarianism.
E. Egalitarianism.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #164
Topic: 02-22 Three Ethical Principles

165. One problem with the utilitarian principle of ethics is that:
A. not all utilitarian rights are protected by law.
B. it is impossible to determine what factors should be relevant when distributing rewards.
C. it is difficult to predict the "trickle down" benefits to the least well off in society.
D. it judges morality by the results but not by the means to attaining those results.
E. the utilitarian principle has never been accepted by ethics experts as an ethical principle.

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #165
Topic: 02-22 Three Ethical Principles

166. Which of the following is NOT a factor that influences perceived moral intensity?
A. Concentration of effect.
B. Magnitude of consequences.
C. Proximity.
D. Economic impact.
E. Temporal immediacy.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #166
Topic: 02-23 Moral Intensity, Moral Sensitivity, and Situational Influences

167. When assessing the ethics of a decision, you should:
A. rely mainly on the utilitarianism principle.
B. consider its implications against all three principles described in the textbook.
C. rely mainly on your level of collectivism.
D. avoid considering the decision's moral intensity until after the decision has been made.
E. apply any one—but NEVER more than one—of the four ethics principles to evaluate the decision.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #167
Topic: 02-22 Three Ethical Principles

168. Which of the following is an ethical principle stating that people have entitlements allowing them to act in a certain way?
A. Utilitarianism.
B. Individual rights.
C. Moral intensity.
D. Distributive justice.
E. Ethical sensitivity.

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #168
Topic: 02-22 Three Ethical Principles

169. The main limitation of the individual rights principle is that:
A. it really isn't an ethical principle at all.
B. some individual rights conflict with other individual rights.
C. it pays attention to whether consequences are ethical, but not to whether the means to those consequences are ethical.
D. it is almost impossible to evaluate the benefits or costs of decisions when many stakeholders are affected.
E. it can degenerate into unjust favouritism.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #169
Topic: 02-22 Three Ethical Principles

170. Senior executives at CyberForm must make a decision that will affect many people, and where the decision may produce good or bad consequences for those affected. This decision:
A. has a high degree of ethical sensitivity.
B. is one in which decision makers should rely only on the utilitarianism rule of ethics.
C. has a low degree of ethical sensitivity.
D. has a high degree of moral intensity.
E. requires a low duty to care.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #170
Topic: 02-22 Three Ethical Principles

171. Moral intensity is higher when:
A. the issue produces good decisions but not bad decisions.
B. the decision has little or no effect on other people.
C. the decision maker is neutral and far removed from the issue or its consequences.
D. All of the answers are correct.
E. None of the answers apply.

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #171
Topic: 02-23 Moral Intensity, Moral Sensitivity, and Situational Influences

172. People who have high moral sensitivity:
A. are always more ethical than people with a moderate or low level of ethical sensitivity.
B. tend to have higher empathy.
C. tend to have more information about the specific situation.
D. All of the answers are correct.
E. tend to have higher empathy and tend to have more information about the specific situation.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #172
Topic: 02-23 Moral Intensity, Moral Sensitivity, and Situational Influences

173. According to your text, which of the following is considered a moral intensity factor?
A. Social consensus.
B. Environmental impact.
C. Economic impact.
D. Social impact.
E. None of the answers apply.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #173
Topic: 02-23 Moral Intensity, Moral Sensitivity, and Situational Influences

174. The ability to recognize the presence and determine the relative importance of an ethical issue is known as:
A. neuroticism.
B. moral intensity.
C. moral sensitivity.
D. utilitarianism.
E. uncertainty avoidance.

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #174
Topic: 02-23 Moral Intensity, Moral Sensitivity, and Situational Influences

175. Which of the following statements about ethical codes of conducts is FALSE?
A. They establish the organization's ethical standards and inform employees.
B. They signal how seriously the organization views the issue of ethics.
C. Written ethical codes prevent unethical behaviour.
D. Most large and medium-size organizations in Canada have such codes.
E. Many organizations provide ethics training.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #175
Topic: 02-01 Ethical Values and Behaviour

176. Moral intensity is higher when:
A. it takes longer to make an ethical decision.
B. the decision is made by a few people who are highly ethical.
C. there are no clear legal guidelines to guide decision makers.
D. many people agree the action is ethically good or bad.
E. All of the answers are correct.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #176
Topic: 02-01 Ethical Values and Behaviour

177. According to your text, the most effective way for organizations to establish a foundation that supports ethical conduct is by
A. providing ethics training.
B. writing codes of ethics.
C. communicating ethical codes of conduct to employees.
D. punishing wrongdoers.
E. establishing a set of shared values that reinforce ethical conduct.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #177
Topic: 02-24 Supporting Ethical Behaviour

178. Which moral intensity factor best relates to the question, "How many people are affected by this action?"
A. Immediacy of effect
B. Concentration of effect
C. Probability effect
D. Butterfly effect
E. Magnitude effect

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #178
Topic: 02-23 Moral Intensity, Moral Sensitivity, and Situational Influences

179. People who value their independence and personal uniqueness have:
A. high individualism.
B. low collectivism.
C. high power distance.
D. low uncertainty avoidance.
E. high individualism and low collectivism.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #179
Topic: 02-25 Values across Cultures

180. Which of the following statements about cross-cultural values is TRUE?
A. People with a high achievement-orientation emphasize relationships and the well-being of others.
B. People with high individualism can have any level (high or low) of collectivism.
C. People with high power distance value independence and personal uniqueness.
D. People with low uncertainty avoidance must also have high power distance.
E. People in almost all cultures have high uncertainty avoidance.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #180
Topic: 02-26 Individualism and Collectivism

181. People with high collectivism:
A. accept unequal distribution of power.
B. also have low individualism.
C. value harmonious relationships in the groups to which they belong.
D. value thrift, savings, and persistence.
E. also have low individualism and value harmonious relationships in the groups to which they belong.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #181
Topic: 02-26 Individualism and Collectivism

182. Employees from cultures with a high power distance are more likely to:
A. use their existing power to gain more power.
B. encourage consensus-oriented decision making.
C. avoid people in positions of power.
D. readily accept the high status of other people in the organization.
E. give their power to others as a sign of friendship.

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #182
Topic: 02-26 Individualism and Collectivism

183. The cross-cultural value describing the degree to which people in a culture accept unequal distribution of power in a society refers to _____.
A. power imbalance tolerance
B. inequality tolerance
C. power distance
D. power differential
E. submissiveness

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #183
Topic: 02-27 Power Distance

184. The degree to which people tolerate ambiguity and uncertainty refers to the cross-cultural value called _____.
A. risk tolerance
B. ambiguity tolerance
C. high uncertainty avoidance
D. uncertainty avoidance
E. self-confidence

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #184
Topic: 02-28 Uncertainty Avoidance

185. People with a high _____ value assertiveness, competitiveness, and materialism.
A. individualism
B. collectivism
C. power distance
D. uncertainty avoidance
E. achievement orientation

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #185
Topic: 02-29 Achievement-Nurturing Orientation

186. Which of the following countries generally has high achievement orientation values?
A. Canada
B. Russia
C. Japan
D. Sweden
E. The Netherlands

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #186
Topic: 02-29 Achievement-Nurturing Orientation

187. Motowa is a new employee who comes from a culture that values respect for people in higher positions and values the well-being of others more than goal achievement. Motowa's culture would have:
A. a high power distance and nurturing orientation.
B. high collectivism and short-term orientation.
C. low uncertainty avoidance and high individualism.
D. low power distance and strong nurturing orientation.
E. None of the answers apply.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #187
Topic: 02-27 Power Distance

188. Which of the following values represents people who value duty to groups to which they belong, and to group harmony?
A. High individualism.
B. High uncertainty avoidance.
C. Low uncertainty avoidance.
D. High nurturing orientation.
E. High collectivism.

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #188
Topic: 02-26 Individualism and Collectivism

189. Canadians tend to have:
A. a high collectivism value orientation.
B. a high nurturing-orientation value.
C. a low individualistic value orientation.
D. a high individualistic value orientation.
E. a high nurturing-orientation value and a low individualistic value orientation.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #189
Topic: 02-31 Diversity of Canadian Cultural Values

190. In the section on cross-cultural values, the authors warn that:
A. the cross-cultural data presented are based on a very small sample (less than 10 people in each country studied).
B. the definitions of most values have changed over the past decade, so most cross-cultural information has little meaning anymore.
C. several cultures don't have any values.
D. multicultural societies such as Canada have a wide range of values even though the information presented assumes that everyone in the country has similar values.
E. All of the answers are correct.

Accessibility: Keyboard Navigation
Difficulty: Difficult
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #190
Topic: 02-30 Caveats About Cross-Cultural Knowledge

191. In Canada, Anglophone and Francophone values:
A. are identical to each other.
B. have become increasingly different from each other in recent years.
C. are almost completely opposite to each other.
D. have converged (become more similar) in recent years.
E. do not really exist.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #191
Topic: 02-31 Diversity of Canadian Cultural Values

192. Which of these cultures within Canada has a high collectivist value orientation?
A. Anglophone Canadians
B. Francophone Canadians
C. First Nations people in Canada
D. Allophone Canadians
E. None of these cultures has a high collectivist orientation.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #192
Topic: 02-31 Diversity of Canadian Cultural Values

193. Which of the following cultures has/have the strongest preference for patriarchal authority?
A. Anglophone Canadians
B. Francophone Canadians
C. Americans
D. All of the answers are correct.
E. Anglophone and Francophone Canadians

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #193
Topic: 02-31 Diversity of Canadian Cultural Values

194. Compared with Americans, Canadians are more likely to
A. question authority.**Error! Hyperlink reference not valid.**
B. be associated with a religious institution.
C. value patriarchal authority.
D. be materialistic.
E. None of the answers apply.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #194
Topic: 02-31 Diversity of Canadian Cultural Values

195. Studies comparing American and Canadian values indicate that:
A. American and Canadian values have become more similar in recent years.
B. American values are closer to Francophone than Anglophone values.
C. Canadians have lower tolerance for moral permissiveness than do Americans.
D. All of the answers are correct.
E. None of the answers apply.

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #195
Topic: 02-31 Diversity of Canadian Cultural Values

196. The sales office of a large industrial products wholesale company has an increasing problem that salespeople are arriving late at the office each morning. Some sales reps go directly to visit clients rather than showing up at the office as required by company policy. Others arrive several minutes after their appointed start time. The vice president of sales doesn't want to introduce time clocks, but this may be necessary if the lateness problem isn't corrected. Using the MARS model of individual behaviour, diagnose the possible reasons why salespeople may be engaging in this "lateness" behaviour.

The MARS model suggests that individual behaviour and performance are a function of ability, motivation, role perceptions, and situational factors. With respect to lateness, all four of these factors may be relevant. Salespeople may be late for work because of incorrect role perceptions. Specifically, they might not know that they must show up at the office before visiting clients. Others may be late in the morning because they incorrectly believe they can do so after working late the previous day. (While both policies should be reviewed, the point here is that sales rep role perceptions may be inconsistent with the executive's expectations.)

Lateness may also occur because sales reps are not motivated to attend work. Perhaps there are stressful conditions at work or the jobs are not interesting to the people in those jobs. Similarly, there might be a "lateness culture" in which other employees support those who show up late. A third factor may be situational factors. In the short term, some employees might be late due to road construction, conflicts with family responsibilities, and so forth. This is usually a short-run explanation, however, because employees should be able to adjust their schedule in the longer term. Ability is the least likely explanation for lateness. It would occur if an employee lacked the capacity to show up for work on time.

Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #196
Topic: 02-01 MARS Model of Individual Behaviour and Performance

197. Employees in the company's warehouse are making numerous errors in inventory control and breaking items shipped. An analysis of the situation reveals that individual competencies are poorly matched with the job requirements. Describe three different strategies that would potentially improve this person-job matching.

The textbook identifies the following three strategies. Students should describe each of these:

Select qualified applicants. This involves measuring competencies of job applicants and selecting those whose competencies most closely align with the job requirements.

Provide training. Employees who lack certain skills and knowledge should receive training in those areas.

Redesign the job. This involves re-assigning specific tasks to employees based on their current knowledge and skills. For example, if an employee is good at stocking inventory but lacks skills and knowledge to use the inventory control system, then this person might be assigned only the task of stocking inventory.

Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #197
Topic: 02-04 Role Perceptions

198. Store #34 of CDA Hardware Associates has had below average sales over the past few years. As head of franchise operations, you are concerned with the continued low sales volume. The store manager wants you to diagnose the problem and recommend possible causes. Use the MARS model of individual behaviour and performance to provide four different types of reasons why employees at Store #34 might be performing below average. Provide one example for each type of explanation.

Students should answer this question by describing the four causes of individual behaviour and applying these causes to the situation.

Ability. It is possible that employees at Store #34 lack the necessary skills or knowledge to complete sales transactions effectively. For example, the store might have high turnover, so most employees lack the necessary experience. Alternatively, the store manager might have hired people who lack the necessary skills and knowledge.

Motivation. Store #34 employees might not be as motivated to serve customers and sell the product. For example, the store might have a different reward system, one that is not as effective at encouraging store sales. Alternatively, employees at this store might have different needs and therefore are not as motivated by the company's compensation system.

Role perceptions. Store #34 employees might have role perceptions that result in lower sales. For example, they might not realize that certain procedures or sales practices are less effective than those used at other stores. Alternatively, employees might not realize that their level of sales is below an acceptable level.

Situational factors. Employees at Store #34 might have lower performance due to unfavourable situational factors. For example, Store #34 might be located in an area with an economic recession. Alternatively, the store might have had difficulty getting inventory from the company's warehouse, resulting in lack of sales.

Difficulty: Medium
Learning Objective: 02-01 Describe the four factors that directly influence individual behaviour and performance.
McShane - Chapter 02 #198
Topic: 02-01 MARS Model of Individual Behaviour and Performance

199. Contrast organizational citizenship behaviour with task performance.

Task performance refers to goal-oriented activities that are under the individual's control. As goals, job performance standards and objectives are explicitly required by the organization for employees in those jobs.

Organizational citizenship behaviours, on the other hand, are activities that extend beyond the task normally required by the organization. They include avoiding unnecessary conflicts, helping others without selfish intent, gracefully tolerating occasional impositions, being involved in organizational activities and performing tasks that extend beyond normal role requirements.

Difficulty: Easy
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #199
Topic: 02-07 Task Performance

200. Explain why you agree or disagree with the following statement: "Hiring and keeping talented employees is the most important task for managers."

a) Task performance, organizational citizenship, and the lack of counterproductive work behaviours are obviously important, but if qualified people don't join and stay with the organization, none of these performance-related behaviours would occur.

b) Attracting and retaining talented people is becoming particularly important as worries about skills shortages heat up. As skill shortages increase, attracting and retaining talent will logically become a critical factor in an organization's success.

c) Much of an organization's intellectual capital is the knowledge employees carry around in their heads. Long-service staff members, in particular, have valuable information about work processes, corporate values, and customer needs. Very little of this is documented anywhere. Thus, knowledge management involves keeping valuable employees with the organization.

Difficulty: Medium
Learning Objective: 02-02 Summarize the five types of individual behaviour in organizations.
McShane - Chapter 02 #200
Topic: 02-10 Joining and Staying with the Organization

201. An ongoing debate in organizational behaviour is whether we should consider the personality traits of job applicants when selecting them into the organization. Take the view that personality traits SHOULD be considered in the selection process and provide arguments for your position.

Students should be evaluated not only on factual knowledge from the textbook, but also their logic and persuasive argument skills. Factually, the textbook presents two arguments in favour of using personality testing in selection. First, some personality dimensions, particularly conscientiousness and internal locus of control, predict job performance in almost every job group. This suggests that if we can accurately measure people who have this trait, we can better determine whether they will perform their job well. Second, personality traits may affect the types of jobs in which people are interested. In fact, vocational counsellors use personality testing to determine vocational interests. Placing people in jobs that match their personalities would potentially reduce employee turnover and perhaps absenteeism. If employees are happier in their jobs as a result of better vocational fit, then the improved job satisfaction might also result in better performance and organizational citizenship behaviours (see Chapter 1).

Difficulty: Medium
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behaviour in organizations.
McShane - Chapter 02 #201
Topic: 02-16 Personality Testing in Organizations

202. Explain the three distinct types of ethical principles and discuss the limitations of each:

The three distinct types of ethical principles are: utilitarianism, individual rights, and distributive justice.

Utilitarianism: This principle advises us to seek the greatest good for the greatest number of people. In other words, we should choose the option that provides the highest degree of satisfaction to those affected. This is sometimes known as a consequential principle, because it focuses on the consequences of our actions, not on how we achieve those consequences. One problem with utilitarianism is that it is almost impossible to evaluate the benefits or costs of many decisions, particularly when many stakeholders have wide-ranging needs and values.

Individual rights: This principle reflects the belief that everyone has entitlements that let him/her act in a certain way. Some of the most widely cited rights are freedom of movement, physical security, freedom of speech, fair trial, and freedom from torture. The individual rights principle includes more than legal rights; it also includes human rights that everyone is granted as a moral norm of society.

Distributive justice: This principle suggests that people who are similar to one another should receive similar benefits and burdens; those who are dissimilar should receive different benefits and burdens in proportion to their dissimilarity. A variation of the distributive justice principle says that inequalities are acceptable when they benefit the least well off in society. Thus, employees in risky jobs should be paid more if their work benefits others who are less well off. One problem with the distributive justice principle is that it is difficult to agree on who is "similar" and what factors are "relevant."

Difficulty: Difficult
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #202
Topic: 02-22 Three Ethical Principles

203. Comment on the accuracy of the following statement and explain your answer:

"Organizations are most successful when employee values are identical to the company's dominant values."

This statement is FALSE. To answer this question fully, students should note both the benefits of having values congruence and the problems with having perfect congruence.

In terms of benefits of congruence, the textbook explains that incongruence causes several negative outcomes. Values are guideposts, so employees whose values differ significantly from the organization's values might make decisions incompatible with the organization's goals. Incongruence also leads to lower job satisfaction and organizational commitment, as well as higher stress and turnover among employees.

The problem with identical values—that is, perfect congruence—is that employees with diverse values offer different perspectives to issues, which may lead to better decision making. The conflict resulting from values incongruence among employees can sharpen everyone's thinking about the definition of the problem and the rationale for preferred choices. Moreover, too much congruence can create a "corporate cult" that potentially undermines creativity, organizational flexibility, and business ethics.

Difficulty: Medium
Learning Objective: 02-04 Summarize Schwartzs model of individual values and discuss the conditions where values influence behaviour.
McShane - Chapter 02 #203
Topic: 02-20 Values Congruence

204. Several international sales representatives in your organization have faced the murky question of paying foreign government officials under the table in order to do business in other countries. Describe three strategies that the organization should consider to resolve these and other ethical dilemmas for foreign sales representatives.

First, the company should develop and make its salespeople aware of a written ethical code of conduct. This code may help employees resolves some of the decision-making dilemmas they face. Second, the value of the ethics code would increase if sales representatives received training on ethical conduct. These seminars help employees work through ethical dilemmas by applying the corporate code of ethical conduct. The long-term objective is to help participants internalize these standards so that ethical considerations are addressed almost intuitively. Third, the organization should develop an ethics committee consisting of senior management, sales representatives and/or Board of Directors to discuss and resolve ethical dilemmas that are presented to them as well as dilemmas that might face foreign salespeople in the future. The conclusions of this committee should be communicated clearly to all employees. Finally, the foreign sales representatives' ethical behaviour should be linked to the reward system. This might be a difficult task, but the perceived link would maintain consistency with the company's interest in ethical decision making.

Difficulty: Easy
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behaviour.
McShane - Chapter 02 #204
Topic: 02-24 Supporting Ethical Behaviour

205. A middle manager in Malaysia is about to be stationed for two years to Canada. Canada has relatively low power distance whereas employees in Malaysia have quite high power distance. Advise the Malaysian manager about what to expect from Canadian employees based on the differences in power distance. Your answer should also define power distance.

Power distance is the extent that people accept unequal distribution of power in a society. This answer should provide specific information about how employees interact differently in Canada versus Malaysia in terms of power distance.

In Malaysia, employees tend to value obedience to authority and are comfortable receiving commands from their superiors without consultation or debate. They also prefer resolving differences or contradict their boss indirectly through formal procedures rather than directly.

In contrast, Canadians (at least those with a low power distance value) expect relatively equal power sharing. They view the relationship with their boss as one of their interdependence, not dependence; that is, they believe their boss is also dependent on them, so they expect power sharing and consultation before decisions affecting them are made. Those with low power distance readily approach and contradict boss.

Difficulty: Medium
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #205
Topic: 02-27 Power Distance

206. A visiting professor in international business recently spoke to students in an organizational behaviour class about cultural differences between Canadians and Japanese employees. Relying on a famous study in the 1960s, the scholar explained that Japanese employees have a high degree of collectivism. The visitor then pointed out how this is completely opposite to the values of Canadian employees. The visitor concluded by saying that by identifying someone's nationality, such as Canadian, one can easily determine a person's level of collectivism, individualism, uncertainty avoidance, and achievement-nurturing orientation. Identify and discuss three concerns about cross-cultural knowledge the visiting professor's statements should pay attention to.

Here are the three areas of concerns:

One is that many research studies have relied on small, convenient samples, and these studies may draw conclusions that might not generalize to the cultures they represent.

Second is that cross-cultural studies often assume that each country has one culture, while in reality many countries are culturally diverse. While this assumption may be true, in some countries, (particularly if isolated and lack immigration) it certainly does not apply to Canada and many other countries. People have diverse values within Canada, so statements about Canada's cultural values represent very broad generalizations.

A third concern is that cross-cultural research and writing continues to rely on a major study conducted almost 40 years ago, the findings of which may have become out of date as values in some cultures have shifted over the years.

Difficulty: Difficult
Learning Objective: 02-06 Describe five values commonly studied across cultures; and discuss the diverse cultures within Canada.
McShane - Chapter 02 #206
Topic: 02-30 Caveats About Cross-Cultural Knowledge

c2 Summary

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